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UNITED STATES GOVERNMENT

Memorandum

TO : Director, OBG

DATE: 5 February 1973

FROM : [REDACTED] 25X1A9a

SUBJECT: Staff Study on Manpower Leakage in OBG

SUMMARY

In 1972, OBG had 193 professional and 49 clerical man-years available to accomplish its basic mission. Leakage, in the form of training, travel, and other personnel improvement activities, plus some non-recurring problems, sapped more than 14 man-years of this time, 98% of which came from professional employees.

Man-Years

Percent of total Leakage

1.0	Career-developmental programs (7%)
.8	Automatic Data Processing (6%)
.5	Language study (3%)
.3	All clerical training (2%)
<u>2.6</u>	All training (18%)
2.4	Map procurement missions (17%)
1.2	Travel to the IGU and ICA (8%)
1.1	Time used to prepare for trips and to write them up afterward (8%)
.8	Travel to conferences (but not the IGU or ICA) (6%)
.8	Area familiarization (6%)
.7	Travel on the shuttle bus (5%)
.6	For orientation, consultation and divers other purposes (4%)
<u>7.6</u>	All travel (53%)
1.6	Special staff assignments, not tied to office goals (11%)
1.1	The [REDACTED] project, a favor to the White House (8%)
.8	Various fringe benefits, such as retirement luncheons, military leave, slide shows (6%)
.6	Local conferences and tours, and ad hoc training ventures (4%)
<u>4.1</u>	Other (29%)

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A. Discussion

1. "Manpower leakage" is defined as the portion of an employee's work-year occupied by activities not normally associated with the primary goals of the Office. This includes training during working hours, special staff assignments, travel to conferences and for all other purposes with an aim of providing the employee with broadening experiences, plus a wide range of peripheral activities explained in greater detail below.

2. The disparate activities in OBG, perhaps a good deal wider than in other DDI components, makes it difficult for professional employees to be given the varied experiences associated with career development commonplace in units which offer possibilities for neat intra-office rotational assignments. The Office has historically regarded conferences and travel as the best way to provide professional contacts for its geographers, many of whose closest counterparts are in the academic world rather than in the intelligence community. Foreign travel is regarded throughout the geographic profession as the sine qua non of professional training in developing regional competence and most geographers in OBG grasp all chances to see foreign lands that management will offer.

3. Considerable training and travel in 1972 was directly connected with the large investment in ADP equipment. "Leakage" was amplified by the policy in some divisions to underwrite orientation-type courses for any employee who had the remotest chance of using ADP methods in his work. A not inconsiderable sum of man-hours was devoted exclusively to demonstrating the capabilities of the AUTOMAP system to a constant stream of visitors from the Agency, the community and the academic world. Requests for such demonstrations seem to be growing and are honored almost without exception.

4. Various "fringe benefits" are sanctioned by precedent and in total comprise a good portion of a man-year. Retirement parties taking 30 to 50 employees away from the office for two or three hours, slide shows conducted during working hours by returning travelers, activities in professional organizations, military leave, attendance at local conferences, visits to local installations, briefings and orientation lectures conducted within the Agency and attended by almost anyone who wants to go, lectures to institutes (and preparing for them), writing and researching professional papers, "bomb scares" which empty a building (not a benefit but of the same nature), early dismissals due to air conditioning problems, involvement with the Management Advisory Group, etc., etc., all whittle away at production capabilities.

5. One of the surprises of the review was the relatively small amount of time devoted to training in foreign languages, totaling only half the time devoted to training in ADP.

6. Training by the clerical and administrative staff was minuscule. The 48 clerical and career-administrative employees [REDACTED] totaled 25X1A9a only 70 man-days, most of it in ADP. This appears to be out of line with the demands placed upon the staff, and the complaint of secretaries that they have too little career development opportunity.

7. It is noted that OBG personnel are estimated to spend almost as much time traveling on the shuttle bus between Rosslyn, [REDACTED] and Headquarters 25X1A6d as they spent in all area familiarization trips during 1972 (official records show 168 man-days for shuttle travel and 178 days for area familiarization).

8. Map procurement missions present a statistical problem. Preparation and wrap-up time may equal traveling time. For this study, missions undertaken by Map Library personnel were considered as a part of the basic mission and "leakage" did not include the preparation and wrap-up time of MLD travelers. Missions undertaken by Geography Division officers did include such time, however.

9. Staff assignments [REDACTED] to support the OMB 25X1A9a task force ballooned the 1972 leakage figure. History writing, on the other hand, was not included as leakage, since it is an Agency-directed activity, but it in fact drained off a considerable number of man-months in 1972 that will not reoccur.

B. A representative sample of activities charged as "leakage":

- Visit missile facilities in the Southwest
- Visits to the Aeronautics Production Center at St. Louis
- Attend Asian Studies in New York
- Attend Design Conference in Colorado
- Attend AAG meetings in Missouri
- Visit universities in the Midwest and the West Coast
- Sabbatical at [REDACTED] 25X1A5a1
- Training on the Gerber plotter in Connecticut
- Midcareer courses
- Chinese and Russian
- ADP orientation

- Intelligence writing
- The Managerial Grid
- Effective Briefing
- Travel to every continent by 25 officers, not including another 25 to
- Participation on the Board of Geographic Names
- Investigations into cartography symbol systems
- Readings in cartographic and graphic literature
- Internal seminars in graphic communication
- Tours to the National Geographic Society
- Geography Division tours of Cartography Division
- Slide shows of trips to Afghanistan, Cyprus and India
- Showing the AAG Executive Secretary around
- Visits to TOPOCOM
- Taking a look at fancy cameras at NPIC
- Attendance at Marine Geology and Tectonics Conference
- Attending lectures by an experimental psychologist on color
- Nine retirement luncheons
- Twelve two-week military training sessions for reserve officers
- Attendance at Middle Atlantic Division Geographers' luncheons
- Attendance at the Political Science Association meetings
- Training in reproduction methods
- Participation in meetings with the Federal Design Council
- 13 lectures at the Foreign Service Institute
- 25 briefings of AUTOMAP, for 97 people (many more went unrecorded)

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C. METHODOLOGY

1. A man-year is defined as 52 weeks times 5 days less 25 days leave less 9 days holiday time, or 226 man-days. OBG is assumed to have had 43,618 professional man-days and 10,622 clerical man-days available in 1972.
2. Figures drawn are as represented in official administrative records, and monthly reports. Additionally, fudge factors based on hearsay and observations were employed to approach realism in such categories as trip preparation time and activities in professional organizations. Ad hoc training and attendance at local conferences often do not appear in official records, and the total figures shown are therefore conservative.
3. Basic data used in the compilations are available if you want particulars or need a restructuring of the categories.

STAFF STUDY: Manpower Leakage in OBG

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